



BLACK & VEATCH  
SPECIAL PROJECTS CORP.

6/14/96  
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USEPA Region V  
American Chemical Services (80-PJL7)

BVSPC Project 71670  
BVSPC File C.3  
June 14, 1996

Ms. Peggy Hendrixson  
Contracting Officer  
U.S. Environmental Protection Agency (MC-10J)  
77 West Jackson Boulevard  
Chicago, Illinois 60604-3590



Subject: Response to November 1, 1995, to  
April 30, 1996, Performance  
Event Report

Dear Ms. Hendrixson:

Black & Veatch Special Projects Corp. (BVSPC) acknowledges the receipt of the November 1, 1995, to April 30, 1996, Performance Event Report (PER) for the American Chemical Services (ACS) site. BVSPC understands a rating of "marginally satisfactory" has been assigned to our performance during the performance period. In accordance with our Alternative Remedial Contracting Strategy (ARCS) contract with the U.S. Environmental Protection Agency (USEPA), we have the opportunity to explain extenuating circumstances relevant to the PER. The purpose of this letter is to explain our understanding of relevant circumstances and to communicate our plan to correct the concerns expressed by USEPA in the PER. The following issues were highlighted in the PER:

**Project Staffing**

The PER stated that personnel changes caused inefficiencies in resource allocation and budgeting and were not communicated to the USEPA work assignment manager (WAM) in a timely fashion. The PER also stated that a new groundwater investigation person has not been transitioned into the project.

BVSPC Response: Rob Lantz has been working on the ACS project since BVSPC received the work assignment, and he will continue to do so. Although Rob elected to accept an intercompany transfer within the Chicago office in early 1996, he was still available and committed to assisting with the ACS project. One of Rob's values to the project has been his detailed review

Ms. Peggy Hendrixson

BVSPC Project 71670  
June 14, 1996

and knowledge of project documents and his understanding of the site's complexities. His knowledge and understanding never left the project, and he continues to function as the BVSPC lead on the groundwater investigation.

Another project technical employee was laid off because of company restructuring during a recent economic downturn. It is difficult to plan who or when someone may be laid off, and it is even more difficult to know several months in advance in order to plan for a replacement. If future layoffs of technical staff occur, we will assess the potential impact to the project, and will promptly notify the WAM if there are impacts.

#### **Communication**

The PER stated that the BVSPC project manager must communicate weekly to the USEPA WAM.

BVSPC Response: The BVSPC project manager has agreed with the USEPA WAM to talk about project progress and status during Monday afternoon telephone calls. The BVSPC project manager has made such calls to the WAM.

#### **More Active Participation in Meetings**

The PER stated that USEPA would like more active participation during technical meetings between the regulators (USEPA and the Indiana Department of Environmental Management) and the potentially responsible parties (PRPs) and their engineering consultant, Montgomery Watson.

BVSPC Response: As an ARCS contractor, BVSPC understands that one of its responsibilities is to attend meetings and conferences. Our role at meetings is to provide support to the USEPA based on the review of PRP technical documents and observations of our staff made during oversight of site field activities. We also understand, however, that it is inappropriate for us to substitute our professional preferences for those of the PRPs. Doing so invites the perception that we are assuming direction for the remedial design or remedial action. We believe our role is not to be involved with the means and methods of conducting the work, but rather to keep the responsibility and liability for designs and remedial actions with the PRPs, not the USEPA or ourselves.

We are available to meet with you and others at USEPA to discuss these issues further and to express our desire to correct any deficiencies. We

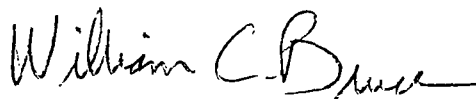
Ms. Peggy Hendrixson

BVSPC Project 71670  
June 14, 1996

appreciate the opportunity to work with the USEPA. If you have any questions or concerns, please call Larry Campbell or myself at 312/346-3775.

Sincerely,

BLACK & VEATCH SPECIAL PROJECTS CORP.

A handwritten signature in dark ink, appearing to read "William C. Bruce". The signature is fluid and cursive, with the first name "William" and last name "Bruce" clearly legible.

William C. Bruce  
Program Manager

SRM

cc: C. Norman, USEPA (SM-5J)  
S. Bianchin, USEPA (SR-6J)  
L. Campbell, BVSPC  
S. Mrkvicka, BVSPC  
P. Rom, B&V  
R. Lantz, B&V  
M. Mastronardi, BVSPC

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